

COLOMBO WORKSHOP 2006

ADAPTATION & INTEGRATION OF ICS INTO DISASTER MANAGEMENT SYSTEM: AN INDIAN EXPERIENCE

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INDIAN DISASTER RESPONSE SYSTEM

STRENGTH

- Well defined/clearly designated Authorities at all levels.
- In-built Command Structure (even during normal time Area administrators exist)
- Voluntary Assistance (Community, NGOs etc.)

WEAKNESS

- Designated Authorities not backed by professional teams.
- Chances of Chief Coordinating Officer getting overwhelmed.
- Deployment of men/material may not be optimal.
- Lack of professional Supply Management.
- Inadequate Resource Inventory, Digitized maps etc.
- Documentation & Costing

ROLES

STATE GOVTS.

- Primary Responsibility for Rescue, Relief, Rehabilitation.
- Preparation of DM plans
- Capacity Building of Community
- Dissemination of warning
- Implementation of Reconstruction programme.
- Coordination (other Govt. Depts. NGO, Media etc.)

CENTRAL (GOI)

- Supportive in terms of Financial & Physical Resources.
- Early warning system
- Transport
- Coordination (National & International Agencies, NGOs etc.)

DISASTER MANAGEMENT - STATE LEVEL

CHIEF MINISTER
STATE DISASTER MANAGEMENT AUTHORITIES

CHIEF SECRETARY

SCMG

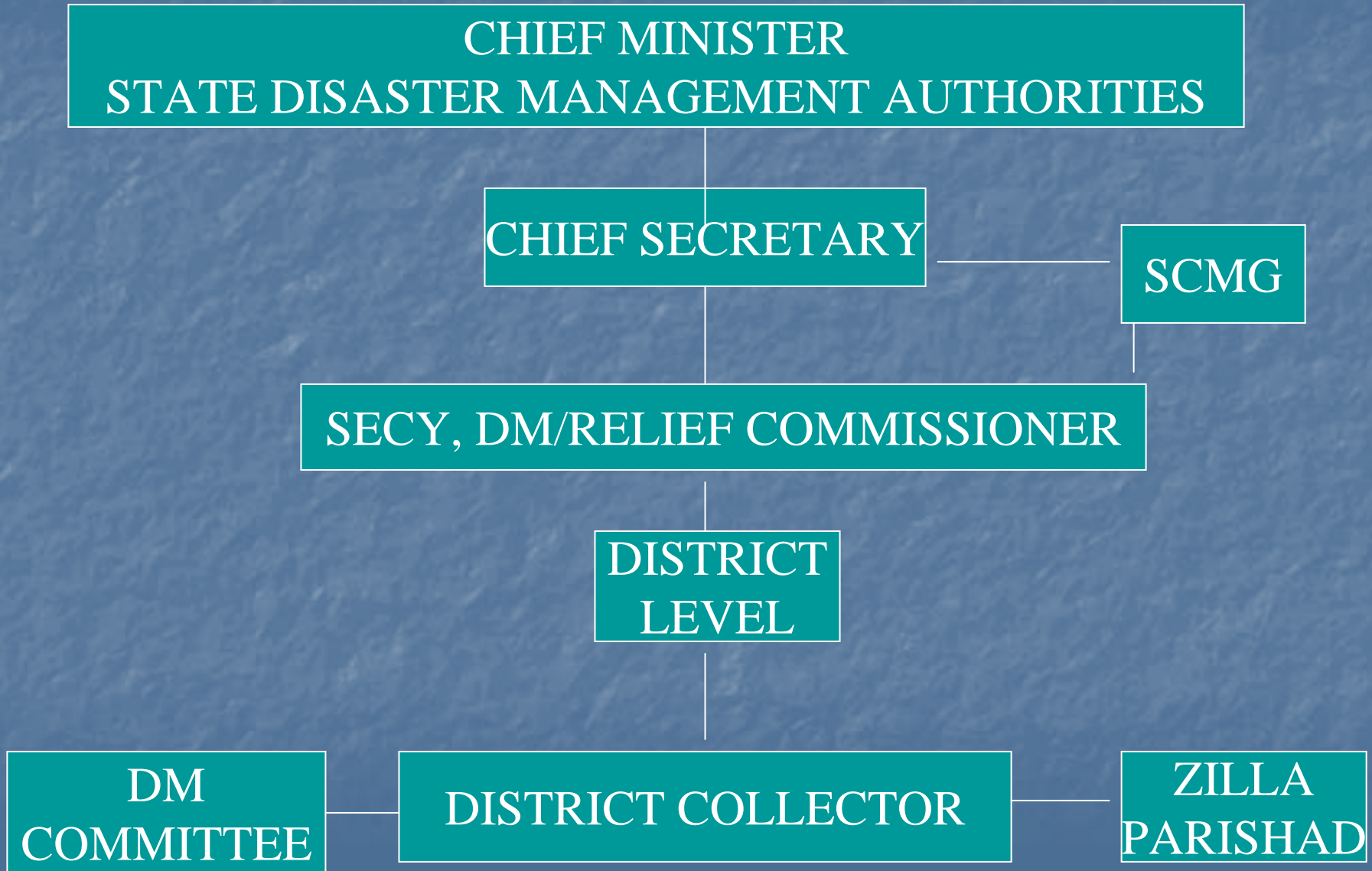
SECY, DM/RELIEF COMMISSIONER

DISTRICT
LEVEL

DM
COMMITTEE

DISTRICT COLLECTOR

ZILLA
PARISHAD



Response System

Recent Initiatives

- Training and equipping of specialist response teams (SAR, Hazmat etc.)
- Basic training in search and rescue made an integral part of the training of all Central Paramilitary Forces (CPMFs).
- Regional Resource Centers & Trained Response Teams being set up.

Response System: Recent Initiatives (Contd.)

- India Disaster Resource Network (quick access to resources)
- Communication network, EOC, Mobile Hospitals etc.
- National Disaster Risk Management (NDRM) Program for better community preparedness

Incident Command System

- In order to professionalize the management of response, the Incident Command System (ICS) was introduced in India.
- The Centre for Disaster Management at the LBS National Academy of Administration, Mussoorie has been identified as nodal Institution.
- Component of GOI–USAID Disaster Management Support Programme (Capacity building, Modernisation/Upgradation of EWS, Disaster Mitigation Initiatives) - LBSNAA member of Project Advisory and Steering Committee at National Level.

INCIDENT COMMAND SYSTEM



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graph TD; A[INCIDENT COMMAND SYSTEM] --> B[INCIDENT RESPONSE]; A --> C[SYSTEM INSTITUTIONALISATION]; B --> D[COORDINATION]; B --> E[INCIDENT COMMAND TEAMS]; B --> F[SPECIALISED TACTICAL RESOURCES]; C --> G[TRAINING]; C --> H["CERTIFICATION & QUALIFICATIONS"]; C --> I[PUBLICATIONS]
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The diagram is an organizational chart for the Incident Command System. It features a hierarchical structure with teal-colored boxes containing white text. The top box is 'INCIDENT COMMAND SYSTEM'. It branches into 'INCIDENT RESPONSE' and 'SYSTEM INSTITUTIONALISATION'. 'INCIDENT RESPONSE' further branches into 'COORDINATION', 'INCIDENT COMMAND TEAMS', and 'SPECIALISED TACTICAL RESOURCES'. 'SYSTEM INSTITUTIONALISATION' branches into 'TRAINING', 'CERTIFICATION & QUALIFICATIONS', and 'PUBLICATIONS'. The background is a dark blue textured surface.

**INCIDENT
RESPONSE**

**SYSTEM
INSTITUTIONALISATION**

COORDINATION

**INCIDENT
COMMAND
TEAMS**

**SPECIALISED
TACTICAL
RESOURCES**

TRAINING

**CERTIFICATION
&
QUALIFICATIONS**

PUBLICATIONS

IDENTIFICATION OF CORE POSITIONS IN THE IMT

1. INCIDENT COMMANDER

- SAFETY OFFICER
- LIAISON OFFICER
- INFORMATION OFFICER

2. OPERATIONS SECTION CHIEF

3. PLANNING SECTION CHIEF

4. LOGISTICS SECTION CHIEF

5. FINANCE/ADMINISTRATION SECTION CHIEF

DISTRICT LEVEL INCIDENT RESPONSE

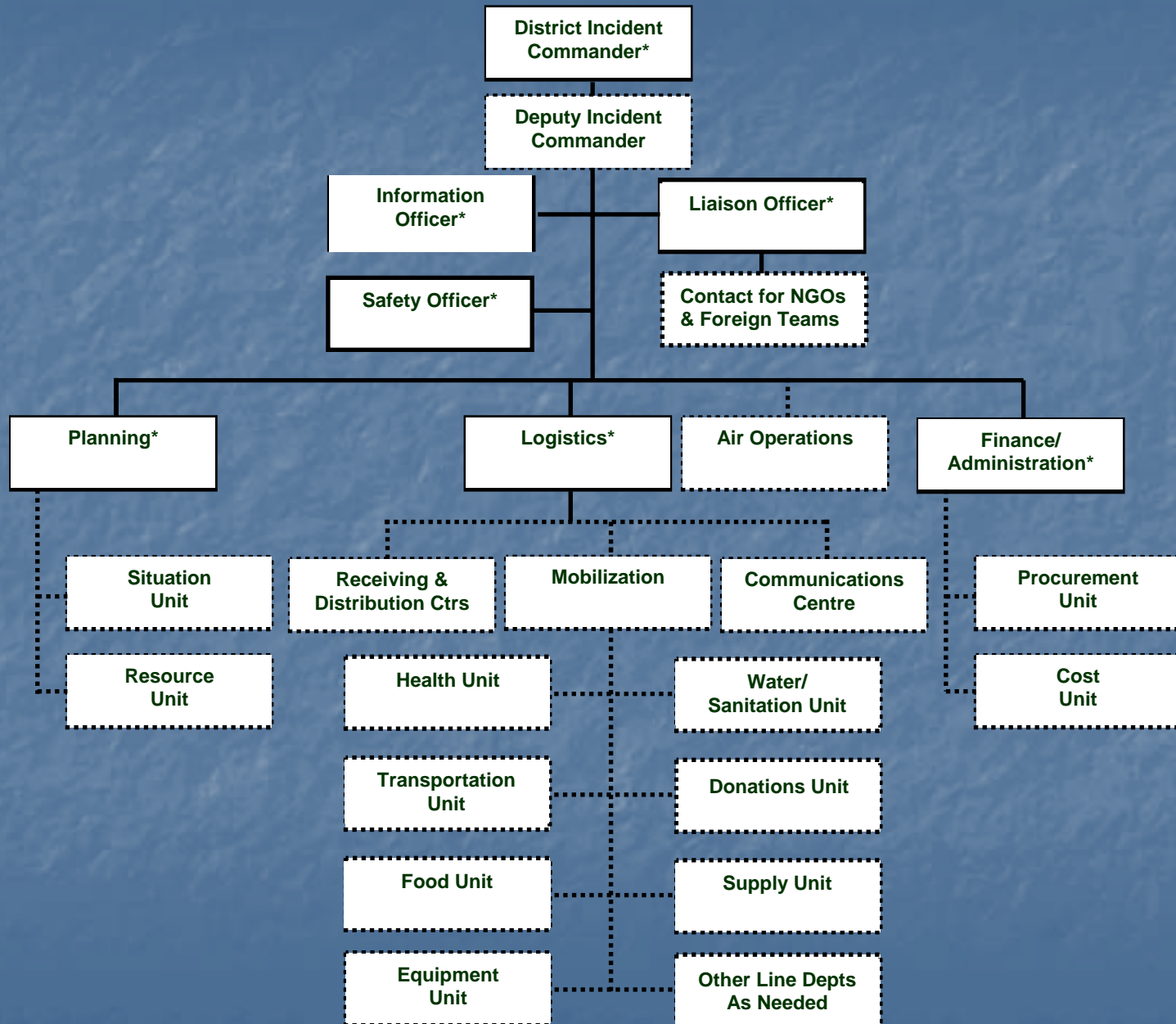
DISTRICT HQ. TEAM

- General Coordination
- Distribution of Relief Material
- Media Management
- VVIP Visits
- Overall Logistics

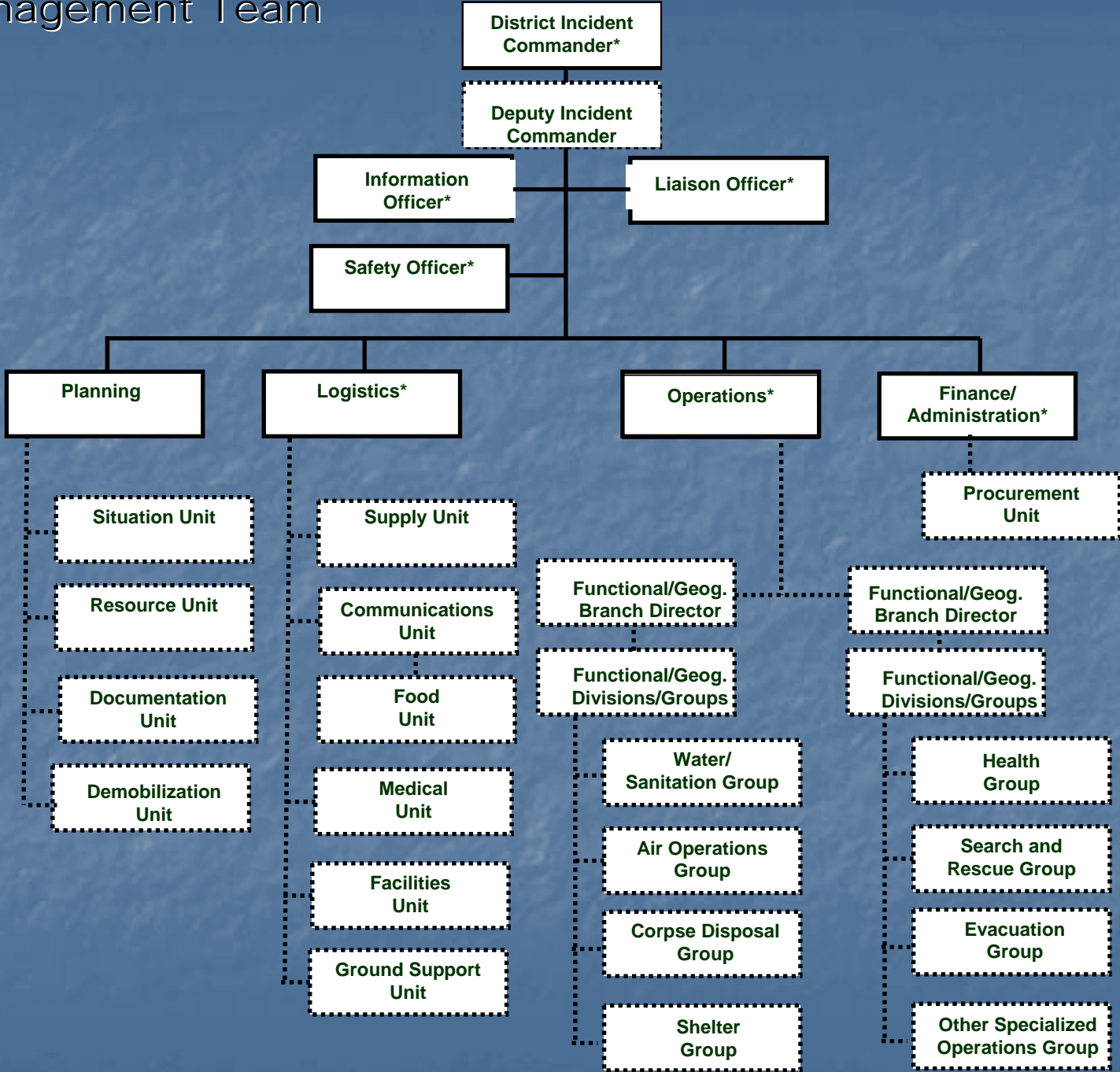
District level Incident Command Teams (DICTs)

- Deployed on site of a complex emergency/disaster.
- Focus on operational aspects of Response.
- Carefully selected from district including Reserve.
- Time-bound mobilization.
- Can be deployed to other districts by state govt.

Sample of Expanded District Headquarters Team



Incident Management Team



STATE LEVEL RESPONSE

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graph TD; A[STATE LEVEL RESPONSE] --> B[STATE HQ TEAM]; A --> C[ON- SCENE STATE LEVEL INCIDENT MANAGEMENT TEAMS (SIMTs)]; B --> B1[•To support Secretary, Disaster Management]; B --> B2[•Planning]; B --> B3[•Overall Logistics & Coordination]; B --> B4[•Mobilization]; B --> B5[•Air Operations]; B --> B6[•Fin/Admn.]; C --> C1[•Highly Trained & Specialized]; C --> C2[•Headed by an officer of the rank of District Collector and above.]; C --> C3[•Ready to move on 2 hours notice]; C --> C4[•Decision to deploy by State Chief Secretary];
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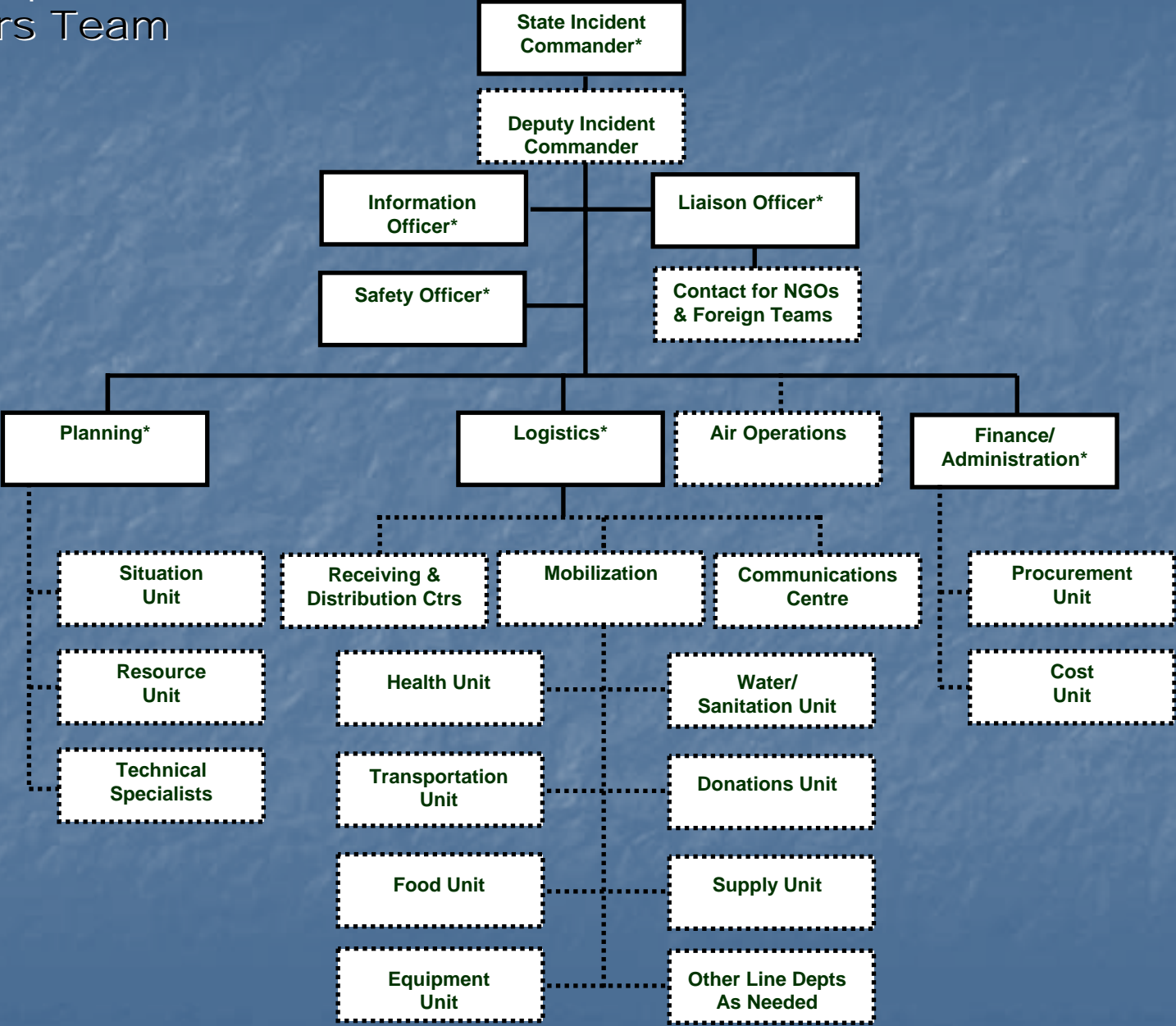
STATE HQ TEAM

- To support Secretary, Disaster Management
- Planning
- Overall Logistics & Coordination
- Mobilization
- Air Operations
- Fin/Admn.

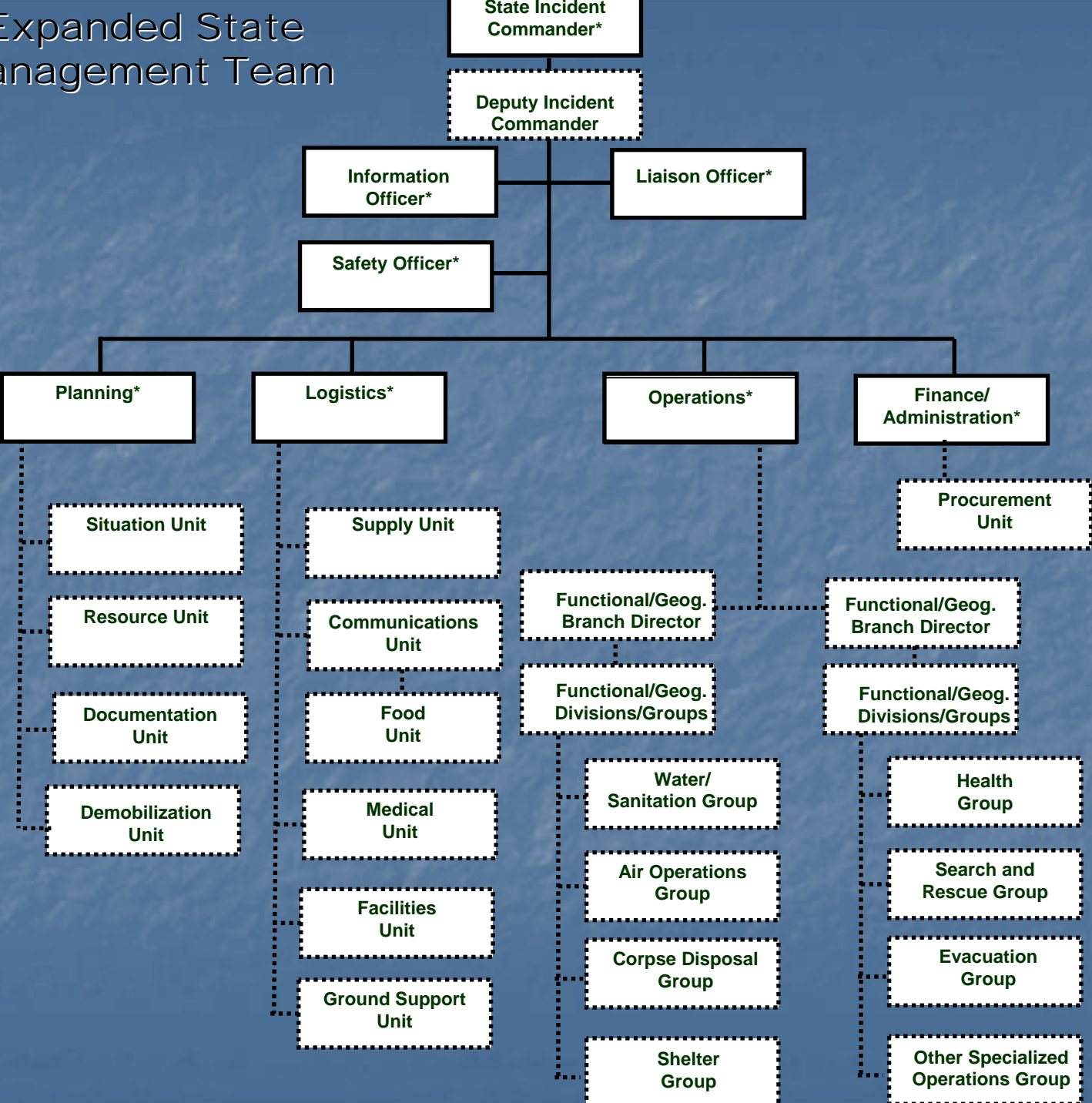
ON- SCENE STATE LEVEL INCIDENT MANAGEMENT TEAMS (SIMTs)

- Highly Trained & Specialized
- Headed by an officer of the rank of District Collector and above.
- Ready to move on 2 hours notice
- Decision to deploy by State Chief Secretary

Sample of Expanded State Headquarters Team



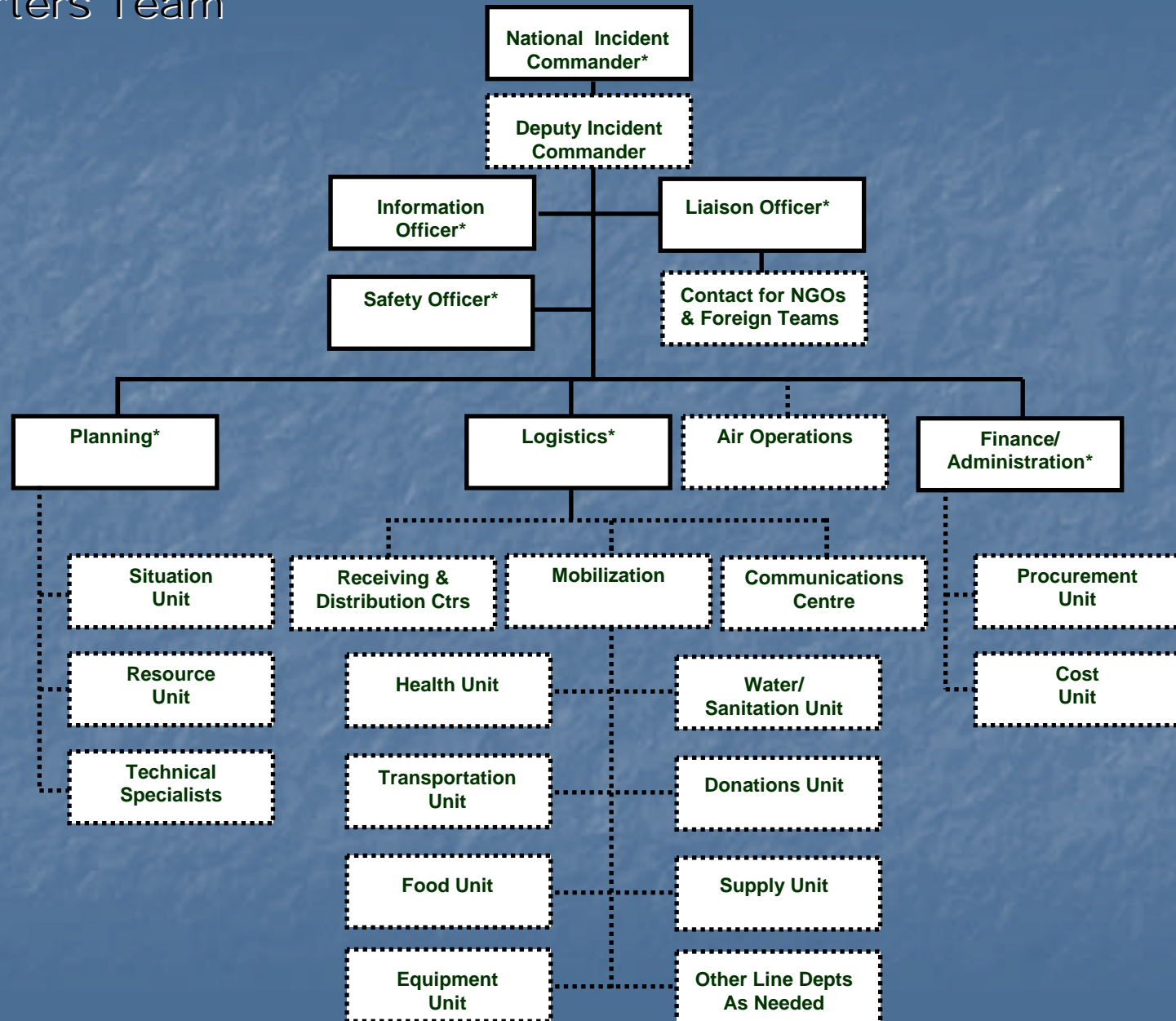
Sample of Expanded State Incident Management Team



NATIONAL LEVEL RESPONSE

- HQ TEAM to support Central Relief Commissioner
- Objectives/Strategies, mobilization, privatization
- Coordinate International Assistance, Inter-state issues.

Sample of Expanded National Headquarters Team



ICS INSTITUTIONALIZATION

- A Dedicated Centre for Disaster Management set up at the Academy in Mussoorie as National-level Nodal Centre
- 6 Regional Training Centers (RTC) - (Hyderabad, Pune, Jaipur, Bhopal, Ranchi, Guwahati)
- National Core Group of Trainers

Training Strategy

- Training Audience: a) Those holding Administrative Position important from the Point of View of Disaster Management & b) Those who can be Master Trainer/part of ICT Teams
- Training Methodology: Participative, Scenario Development, Group Exercises, Role Play, Mock Drill etc.
- Certification: Basic & Intermediate ICS Course made mandatory for Higher Positional Courses

ICS TRAINING FOR CIVIL SERVANTS

- On recruitment (Phase I & -II)
- On Induction into IAS
- In-service Programme
- Similar Programmes for Indian Police Service (IPS), Indian Forest Service (IFS), Selected Central Services & State Civil Services.

CERTIFICATION/QUALIFICATIONS

- Rank requirement (has been worked out for each ICS positions).
- Successful completion of required training courses.
- Actual working in a disaster situation or participation in at least one disaster simulation exercise.
- Annual issue/review of Certification.
- Ensure adequate offering of ICS training & simulation exercise.
- Comprehensive National Database at MHA, GOI level and also at State Hq.

DELEGATION

- HQ Coordination (National/State/District) will have delegation of authority (Fin/Admn. /Legal) by G.O.
- HQ Coordinator will issue further delegation of power to the IC entrusted with the task of Incident Management.

ICS Training At a Glance

- Basic & Intermediate: 240
- Incident Commander: 20
- Planning Section Chief: 29
- Operation Section Chief: 23
- Logistics Section Chief: 70
- Finance/Admin Section Chief: 67

PUBLICATIONS

- Ministry of Home Affairs Publications
- Documentation of major disaster and analysis with a focus on ICS application/Compilation of Case studies
- Publication of Book "Introduction to ICS"
- Publication of Training Course Module
- ICS literature in Hindi

ICS Application

- ICS in Vadodara (Gujarat) Flood, 2005
- Tsunami Response, Nagapattinam, Tamilnadu
- ICS in Mock Drill, Delhi for Earthquake and Chemical Disaster
- Application in Event Management, Dakor Mela 2005, Kheda, Gujarat

Tsunami Response In Nagapattinam, Tamilnadu, INDIA

Initial Response on 26 & 27th Dec. 2004

- ❖ Local district administration first responders, Some revenue, police and fire service and medical staff & ambulances rushed from neighboring districts
- ❖ Relief Centres opened
- ❖ Cooking centres opened in rural areas, Food Packets airdropped in Akkarapettai
- ❖ Helicopter reconnaissance done to identify places where death and destruction has occurred in the 187Km coast line
- ❖ Round the clock disposal of bodies organised
- ❖ Army called in.

Initial Response on 26th & 27 Dec. 2004

- Bodies strewn around the roads brought back to common places in Velankanni and other places
- Hon'ble CM , Central and State Ministers visit and oversee r
- Road to fishing harbor cleared up to the bridge.
- Despite best intentions and efforts – public out cry reported in several unreached areas.
- Press portrays initial chaos.
- Realization that management structure need to be improved

Response on Day 3 +

- Full scale of Disaster visualized.
- Prl. Secretary Rural Development appointed as officer in overall charge (**Incident Commander**).
- The IC also acted as the Operation Section Chief.
- **Incident command post** set up at collector's office.
- The already available Zonal Secretary (Information Technology secretary) continues to assist- **Dy. Incident Commander**.

Response on Day 3 + (Contd.)

- 73 affected habitations divided into **7 contiguous habitations** each- **ICS DIVISIONS**
- A Minister / Board Chairman made in-charge of each. Eleven I.A.S. Officers are made team leaders of the self contained relief teams supervised by Ministers .
- **Daily operational briefings started.**
- Financial flexibility given.

Area Teams

- Overall supervision – Honorable Minister / Board Chairman
- Team Leader : I.A.S Officer

Members :

- **Project Officer District Rural Development Agency**
 - **Deputy Collector**
 - **Electricity Board Officials**
 - **Water and Drainage Board Officials**
 - **Public Work Department water resources official**
 - **Block Development Officer**
 - **Municipal Commissioner**
 - **Highways Officials**
 - **Doctor from Public Health department**
 - **Fisheries Inspector**
 - **Deputy Superintendent of Police and Fire and rescue official.**
-
- Teams Provided with Rs. 5 Lakhs each to take spot decision
 - Tsunami complaint on missing person cell started at Collectorate
 - Each team leader and member brought in his capacity and experience coupled with manpower and machines under his control

TEAM PRIORITIES

- ❑ Removal and safe disposal of dead bodies
- ❑ Restoration of water, electricity, roads, communications and transport
- ❑ Distribution of relief materials – Government + NGO
- ❑ Reduce panic & build public confidence
- ❑ Build temporary shelters and get people back
- ❑ Restore other important services like schools, child welfare centers, health posts etc.,
- ❑ Supervise and start / close relief camps

Team Functioning

- ❑ Supervision by a Minister and Team headed by an I.A.S officers
- ❑ Assisted by a district project officers (Rural Development)
- ❑ One deputy collector : Logistics function
- ❑ Operation functions:
 - Dead body disposal and sanitation - Municipal Commissioner
 - Medical Task Force - Medical Officer
 - Electrical Special Tasks - AE TNEB
 - Water Task Force - AEE TWAD
 - Debris Clearance - ADE Highways
 - Police Strike Team - Dy SP

Recent Trends

- Orientation Workshop in different States
- Gujarat State level Arrangement for Incident Command
- ICS used in Event management on experimental basis
- ICS training being institutionalized by Govt. of Tamilnadu

Recent Trends (Contd.)

- Integration effort with Community DM Program in Uttar Pradesh
- Trained Teams at District level in Andhra Pradesh
- Mock Drills using ICS
- ICS made part of MBA in Disaster Management Curriculum of Indraprastha University, Delhi

FREQUENTLY RAISED ISSUES IN ADAPTATION/INTEGRATION OF ICS

- The usual challenges of change Management.
- Role of District Collector – Define new role, whether his traditional/legal authority will be threatened?
- Difference in Resource Base of two countries.
- Is it possible to standardize/have common terminology throughout India?

FREQUENTLY RAISED ISSUES IN ADAPTATION/INTEGRATION OF ICS

- Is 'Resource Typing' possible in India?
- Role of Political leadership, Panchayati Raj Institutions.
- Role of NGOs.
- Primary importance of Relief to victims in India & how it can be integrated in ICS.

Future Plans

- Dovetailing with Community based Risk Reduction Programs
- ICS training for NGOs
- ICS based Response Capacity for the Corporate Sector
- Application of ICS in planned events

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THANKS